

MANAGING AND IMPROVING OPERATIONS

Workbook – PROJECT FORWARD

Objectives

Having completed this workbook, you will be better able to:

- Explain what a project is, how to go about managing one, the people who make up a typical project team, and why projects can be problematic
- Understand the initial planning stage where you define your aims and objectives for the project, assess its scope, and put together an agreed project specification
- Recognise how to plan your resources in more detail with a view to their costs and any constraints
- Understand how to specify tasks, roles, resources and schedules, identify the various tools and techniques that can help, and move to implementation
- Identify how to monitor, control and deal with project problems
- Understand how to close down a project efficiently and write a final report summarising what you have achieved on the project and what your organisation can learn for future projects



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Contents

Section 1

What is project management?...

- What is a project?
- The project process
- The project team
- The project problem
- Skills for project management

Section 2

Define your project...

- Aim and objectives
- The scope of the project

Section 3

Analyse costs and assess feasibility...

- Costs and constraints
- Is it feasible?
- The project specification

Section 4

Plan the detail...

- Project tasks
- Project roles
- Project resources
- Project schedules

Section 5

Monitor and control...

- The importance of monitoring and control
- Monitoring methods
- Dealing with problems

Section 6

Finish it off...

- Project closure
- The project report

MANAGING AND IMPROVING OPERATIONS

Workbook – FEEL THE QUALITY

Objectives

Having completed this workbook, you will be better able to:

- Explain what quality is, why it is important, the benefits to your organisation and its stakeholders, and a framework for quality management based on eight principles
- Identify who your customers are, what their needs are and how to satisfy them
- Consider the key ingredients of a systematic approach to management including health and safety, environmental and information management and understand six steps to take to develop quality products and services
- Understand how to effect quality through continuous improvement, recognise the relevance of problem solving techniques to quality, and explain some simple problem-solving techniques

Contents

Section 1

What is quality?...

- What people say about quality...
- Aspects of quality
- Why is quality important?
- Quality and management

Section 2

Meet customer needs...

- Who are your customers?
- Assessing customer needs
- Satisfying customer needs: customer care
- The supplier as a customer
- The employee as a customer
- Employee involvement methods
- Training and development

Section 3

A quality operation...

- Quality systems
- Six steps to a quality product/service
- Quality in health, safety and the environment
- Quality and IT

Section 4

Make things better...

- Improvement
- Problem solving

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Workbook – CHANGES

Objectives

Having completed this workbook, you will be better able to:

- Consider the differences between gradual change in your work area and radical change that is likely to affect the whole organisation, the triggers that create the need for change and how to anticipate it
- Understand how to help your team move through different stages when learning to cope with change, why people may resist change and ways of reducing their resistance
- Identify appropriate ways to introduce change in your area of work through defining the change goal, identifying the forces that help/hinder change, understanding the aspects of planning change, and then anchoring it in place
- Recognise the skills and roles you need to lead change and consider how to choose appropriate leadership styles for particular situations

Contents

Section 1

All change!...

- A way of life
- Types of change
- Triggers for change
- Reactive or proactive

Section 2

People changing – changing people...

- Four behaviours
- A range of responses
- The coping cycle
- Resistance to change

Section 3

Planning change – changing plans...

- Six aspects
- Define the change goal
- Analyse the forces at work
- Anticipate responses
- Gain commitment and involvement
- Develop plans for three phases
- Implement, monitor and review
- Avoid the pitfalls

Section 4

Leading change – changing leader...

- Leading v managing
- Qualities and skills for leading change
- Changing styles of leadership



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Workbook: WORK IT OUT – MAKE IT WORK

Objectives

Having completed this workbook, you will be better able to:

- Identify the key characteristics that underline the problems that managers and team leaders face at work, and understand the first decision-making and problem-solving technique
- Understand how to find solutions, make your decisions easier by using a four-step approach, and how to be SMART, use two heads, have a brainstorm, SWOT and think sideways
- Consider how to make decisions, implement and evaluate them, and how to – carefully – take risks, spend the organisations money and how to tell people what’s what.
- Recognise how to improve your creative thinking skills, and how to ‘mix and match’ all the problem-solving and decision-making techniques covered in this unit

Contents

Section 1

What’s your problem?...

- What managers and team leaders do (or try to do)
- The nature of problems

Section 2

What’s your solution?...

- The nature of decisions
- Step 1: Understand the problem
- Step 2: Develop solutions

Section 3

Make your mind up...

- Step 3: Make the decision
- Step 4: Implement and evaluate

Section 4

Train your brain...

- Decision-making and problem-solving skills
- Being more creative
- Mix and match